SIAST 2006-2007 ANNUAL REPORT

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SIAST is Saskatchewan's primary public institution for post-secondary technical education and skills training, recognized nationally and internationally for our expertise and innovation. Almost 11,000 students are registered in our programs, which touch every sector of the economy; additionally, we draw more than 29,000 individual course registrations. We operate campuses in Moose Jaw, Prince Albert, Regina and Saskatoon, and provide a number of courses and programs through distance education.

Cover: Professional Cooking student Jerrica Greyeyes.

SIAST Administrative Offices

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Saskatoon SK S7K 5X2
Tel: (306) 933-7332
Fax: (306) 933-7334

SIAST Palliser Campus

Saskatchewan Street
and 6th Avenue NW
P.O. Box 1420
Moose Jaw SK S6H 4R4
Tel: (306) 694-3200
Fax: (306) 694-3591

SIAST Woodland Campus

1100 15th Street East
P.O. Box 3003
Prince Albert SK S6V 6G1
Tel: (306) 953-7000
Fax: (306) 953-7099

SIAST Wascana Campus

4500 Wascana Parkway
P.O. Box 556
Regina SK S4P 3A3
Tel: (306) 798-4356
Fax: (306) 798-4278

SIAST Kelsey Campus

Idylwyld and 33rd Street
P.O. Box 1520
Saskatoon SK S7K 3R5
Tel: (306) 933-6350
Fax: (306) 933-6490

Flexibility, innovation and a willingness to embrace change enabled SIAST to respond effectively to the increased demands faced by Saskatchewan's training system in 2006-07. As the province continues to experience rapid economic and demographic change, our enthusiasm and expertise will ensure that students and employers have ongoing access to the skills and technical training they need to capture and create new opportunities.

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MISSION, VISION & VALUES

MISSION

SIAST is Saskatchewan's primary public institution for the development and delivery of post-secondary technical education and skills training. We share knowledge, provide skills training and engage in applied research, meeting the needs of students, employers and our communities.

VISION

SIAST is a leader in superior education, focused on students and lifelong learning — a catalyst for advancing the social and economic prosperity of Saskatchewan.

VALUES

Individually and collectively, the SIAST community will achieve its vision by adhering to the following values and principles:

- *Communication*. We engage in open, focused communications with stakeholders in the pursuit of common goals.
- *Involvement*. We are involved meaningfully in decisions that affect us.
- *Ethics*. We adhere to high standards of ethical behaviour. We do the right thing based on sound principles, attributes of good character and caring for others.
- *Innovation*. We value and reward innovation and creativity that further the goals of the organization.
- *Excellence*. We promote excellence through high standards and expectations.
- *Positive work environment*. Together, we will create a work environment that is healthy, safe and balanced.
- *Professionalism*. We are committed to our practice, using our knowledge and skills to produce excellent results, and reflecting on our work to constantly improve ourselves and how we do things.
- *Leadership*. We engage in consultative, shared and supportive leadership that inspires informed and appropriate decision-making throughout the organization.
- *Diversity*. We strive for diversity among student and employee populations to enrich the learning experience and the working environment.
- *Partnerships*. We seek well-conceived partnerships that yield mutual benefits and expedite our mission.

The SIAST Mobile Training Lab Design and Implementation Team won the SIAST Innovation Award. Team members were, from SIAST Woodland Campus: **Mark Bernier**, Facilities; **Colin Cloarec**, program head, Welding; **Danny Maclennan**, extension education consultant; **Larry Pankevich**, materials management coordinator, Purchasing; and **Dwight St. Amand**, instructor, Electrician; and from SIAST Kelsey Campus: **Glenn Maxwell**, program head, Industrial Mechanics; **Larry Stevens**, program head, Machine Shop; **Lynette Usselman**, executive assistant to the dean of Industrial Training; **Tim Wall**, program head, Plumbing; and **Al Willms**, program head, Heavy Equipment and Truck & Transport (pictured here and on next page).

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LETTER OF TRANSMITTAL

400 – 119 4th Avenue South
Saskatoon, Saskatchewan
S7K 5X2

September 22, 2007

The Honourable Warren McCall
Minister of Advanced Education and Employment
Saskatchewan Advanced Education and Employment
Regina, Saskatchewan
S4S 0B3

Dear Minister:

On behalf of the board of directors of the Saskatchewan Institute of Applied Science and Technology (SIAST) and in accordance with the provisions of *The SIAST Act*, I am pleased to submit the annual report and audited financial statements of SIAST for the fiscal year ended June 30, 2007.

Respectfully submitted,

Wil Olive, Q.C.
Chair
SIAST Board of Directors

Judy Boychuk Duchscher, a Nursing Education Program of Saskatchewan faculty member, received the Saskatchewan Registered Nurses' Association Effie Feeny Award for Nursing Research.

Theressa Slind of SIAST Libraries was on the conference planning committee for the Saskatchewan Library Association conference.

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BOARD CHAIR & PRESIDENT/CEO MESSAGE

SIAST prides itself on its precision and agility in the face of new and emerging labour market needs and opportunities. In 2006-07, that claim was put to the test when we were asked to develop aggressive and immediate proposals – beyond the parameters of our already-approved business plan – in response to current and anticipated economic changes in the province.

This annual report describes what happened next. It provides highlights of the steps we have taken to contribute, at a high level, to student success and labour force development in Saskatchewan. With new and existing funding, we have significantly expanded our training capacity in trades, nursing and academic upgrading, for example. We have also sought and found innovative ways to deliver programs when and where they're most needed. In some cases, that has involved taking programs on the road. In others, it has meant extending operating hours on campus.

SIAST has also paid attention to developing its own human capital. A significant restructuring of our human resources operations, for instance, was essential to respond to our own workforce planning needs. This year, we settled contracts with both our bargaining units, and we are committed to pursing new directions in labour relations in the years ahead. In addition, at governance and senior management levels, we have participated in forums with training system partners to enhance relationships and collaboration within the system.

The steps recorded here represent a period of heightened intensity, but they are just a beginning. With sustained investment, SIAST will continue to confront challenges and capture opportunities presented by Saskatchewan's booming economy, our aging workforce and our growing Aboriginal population.

In 2006-07, SIAST's board of directors welcomed two new members – Kendra Mountney and John McPhail. As a representative of students, Kendra fills a new position on the board. We accepted with regret the resignation of Jane Lindstrom.

Wil Olive, Q.C.
Board Chair

Dr. Bob McCulloch
President/CEO

SIAST BOARD OF DIRECTORS

Wilson Olive, Q.C.
Chair
(appointed June 2006)

Jean Morrison
Vice-Chair
(appointed April 2001)

Dr. Robert McCulloch
President/CEO

Neil Buechler
(appointed November 2004)

Louis Gardiner
(appointed April 2001)

Keith Hanson
(appointed June 2006)

David Koester
(appointed June 2006)

Garry Kot
(appointed November 2004)

Jane Lindstrom
(appointed June 2006)

Sherry Magnuson
(appointed November 2004)

John McPhail
(appointed June 2007)

Kendra Mountney
(appointed June 2007)

Jim Norman
(appointed November 2004)

Gay Patrick
(appointed June 2006)

Joan Popadynec
(appointed June 2006)

Leland Sommer
(appointed May 2005)

Violet Stanger
(appointed July 2001)

SIAST program head Louise Frederick was honoured by the Kawacatoose First Nation for her role in bringing our Practical Nursing program to the community's training facility. From mobile training labs to innovative partnerships, SIAST develops new delivery models to ensure communities, employers and students can access training when they need it, where they need it.

Practical Nursing program head Louise Frederick.

Three Applied Photography students, **Cortney Bodnar**, **Amber Shiplack** and **Andrea McKay**, were award winners at the 2007 SaskAmateur Photo Competition. Work by three photography students was published: Cortney Bodnar and Andrea McKay both had images published in trade journals in the music and fashion industry. **Kaitlin Dale** received an honourable mention in the 2007 Photographers' Forum Best of College Annual.

Allan Bray (pictured), an Office Education instructor at SIAST Kelsey Campus, won a SIAST Outstanding Service Award.

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HIRE INNOVATION

At SIAST, we like a challenge. We liked 2006-07 a lot.

As the year opened, and with implementation of our business plan initiatives already underway, we were asked to propose additional ways in which we could help Saskatchewan respond to its rapidly changing labour force development needs. We were asked to think big.

Our proposals included innovative new approaches to training that contributed to an unprecedented injection of mid-year funding.

The $10-million in one-time funding is earmarked primarily for capital projects that will enable us to expand capacity in Nursing, Basic Education and Electrician programs, and for equipment in Power Engineering, Industrial Mechanics and interprofessional health programming.

New projects, along with aggressive initiatives already in launch mode, saw us build our physical plant capacity, our own internal human resource capacity and labour force capacity. All activities were consistent with our mission to meet the needs of students, employers and our

Denis Caron (pictured), dean of Industrial Training, was appointed to the Banff Centre Leadership Development Advisory Board and re-appointed to the Saskatchewan Cancer Agency board of directors.

Loredana Carani, Medical Diagnostics instructor, represented the Saskatchewan Society of Medical Laboratory Technologists at the Canadian Medical Association Inter-Professional Education Planning meeting.

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communities, with our vision to serve as a catalyst for social and economic development, with an enduring commitment to organizational effectiveness, and with the four strategic priorities set for us by the SIAST board of directors:

1. Student-centred learning, especially with respect to recruiting and retaining non-traditional learners, and responding to evolving needs and opportunities through the use of innovative teaching modes.
2. Partnerships that enhance the effectiveness of the training system.
3. Recruitment and retention of talented and diverse faculty, staff and administrators.
4. Facility redevelopment that supports effective program and service delivery.

Highlights include:

EMPLOYER-RESPONSIVENESS

In response to the need for more nurses in Saskatchewan, special mid-year funding from the province allowed us to begin planning for the introduction in Saskatoon of our Practical Nursing program, resulting in an overall increase of 28 seats. In 2006-07, we increased seat capacity for Practical Nursing delivered through Parkland, Carlton Trail and North West regional colleges, and we signed an agreement with Peter Ballantyne Cree Nation and Northlands College that will see 15 students take the program online. The first year of the program was delivered in Quinton, Saskatchewan, through an agreement with the Kawacatoose First Nation.

To meet demand for expertise in the field of prior learning assessment, development of a new Recognition of Prior Learning Practitioner advanced certificate program began. The program will appeal to people working in the fields of education, career counselling, human resource management and employee recruitment.

In response to labour force needs in the construction sector, we expanded capacity in core carpentry programming by 40 percent over two years to 504 seats, and through extension programming by 67 percent to 300 seats.

Top: Eric Uy, Business certificate student

Bottom: Rochelle Naytowhow, Basic Education student

Additional mid-year funding from the provincial government allowed us to respond to significant industry demand in Regina with short programs in flooring installation and framing. Mid-year funding also enabled us to offer 12 additional welding opportunities in Saskatoon.

Our new mobile training lab was pressed into service at the Cameco Cigar Lake mine, where we collaborated with Northlands College to provide Levels 1 and 2 training and approximately 500 hours of on-the-job training to 12 Industrial Mechanic and 12 Electrician apprentices.

ECONOMIC DEVELOPMENT

A restructuring of our International Services group resulted in the creation of the Business Development and International Partnership (BDIP) unit. BDIP provides a new capacity to identify and respond to provincial, national and international training and consultancy opportunities.

In 2006-07, the unit launched a study into the feasibility of supporting immigration by assessing and recognizing applicants' credentials, and matching these with employer needs. The foreign credential recognition study was funded by Human Resources and Social Development Canada.

Through a BDIP-led partnership with Ho Chi Minh University of Industry in Vietnam, 108 students began the first year of SIAST's Business Administration diploma program. In India, through a partnership with the Charutar Vidya Mandal, more than 100 students enrolled in SIAST's CAD/CAM continuing education programming. Here in Saskatchewan, international enrolment on SIAST campuses reached 34, up from a handful a few years ago.

BDIP was also placed on a Canada Mortgage and Housing Corporation short list to deliver Aboriginal social housing management training across Canada.

In 2006-07, we developed a new admission policy that enables applicants to high-demand programs to more proactively plan their post-secondary education. The changes, which will be implemented in 2008, will result in the elimination of waitlists for all programs.

Applied Photography student Amber Bucholz.

Marie Darichuk, a Nursing Education Program of Saskatchewan faculty member, received the Saskatchewan Registered Nurses' Association Lifetime Membership Award.

The SIAST Administrative Offices Helpdesk team of **Lorna Davis**, service desk coordinator, and analysts **Curtis Miller, Curtis Meagher, and Kelly Rope** won a SIAST Outstanding Service Award (pictured).

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HIRE ADAPTABILITY

Our new Office of Applied Research and Innovation launched its five-year plan to facilitate the commercialization of ideas, accelerate the adoption of technology transfer initiatives and capitalize on the skill and expertise of SIAST faculty. Ultimately, its goal is to help diversify and grow the Saskatchewan economy. First steps include making connections with provincial, regional and national institutions engaged in research. Outreach activities resulted in an agreement with TRLabs to establish a Saskatchewan prototype development centre that would bring together local businesses and SIAST faculty and staff. Applied Research also provided start-up funding for five internal research projects in fields ranging from computer science to global positioning applications.

ORGANIZATIONAL EFFECTIVENESS

In 2006-07, we initiated a two-year project to improve institutional access to data and information for operational and decision-making purposes. Phase 1 of the project, implementation of the Operational Data Store (ODS) software, was completed. ODS enhances routine and ad

Rod Goertzen (pictured) and **Lynn McCaig**, Basic Education program heads at SIAST Kelsey Campus and SIAST Palliser Campus respectively, will receive the Premier's Award of Excellence in the Public Service.

Parts Management Technician instructors **Dan Duperreault** and **Marci Stewart**, program head **Dalton Mervold**, and **Heather Ross**, Virtual Campus course designer, won an award from Campus Saskatchewan.

hoc reporting capabilities in finance, human resources and registration services. Phase 2, implementation of the Enterprise Data Warehouse (EDW) software, will focus on analytic strategies and reporting.

We also connected to SRnet – the Saskatchewan Research network's link to the Canadian advanced research network. SRnet provides access to global research and educational organizations, positioning SIAST to use advanced network technology in educational and applied research activities.

STUDENT-CENTRED LEARNING

Upon the recommendation of a special task force, we revised our admission policy to enable applicants to more proactively manage their post-secondary plans. As a result of the revisions, waitlists for all programs will be eliminated, and potential students will be required to apply annually. Applicants to high-demand programs will be screened on the basis of additional selection criteria developed in consultation with stakeholders. Applicants to programs that have not been designated high demand will continue to be admitted based on the date they first qualified, provided they meet annual re-application requirements. This new provision will help maintain a high degree of commitment among applicants.

Initiatives to support student success include a mentoring program for Aboriginal students in Science and Health Division programs; 16 mentors have volunteered their services. Benefits range from problem-solving skill development for students to learning opportunities for mentors and succession planning for their employers. The program benefitted 21 students in 2006-07.

Our Nursing Division continues to emphasize Aboriginal student recruitment and retention – in 2006-07, admissions of Aboriginal students into the Nursing Education Program of Saskatchewan climbed to 16.6%. The division has the highest number of Aboriginal students enrolled in a Canadian nursing school. Aboriginal nursing students at SIAST are supported by the award-winning Native Access Program for Nursing.

Top: Jana Simpson, NEPS student

Bottom: Anthony Gossner, Mechanical Engineering Technology student

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With support from Crown Investments Corporation, an Aboriginal Success in Trades and Technologies pilot program helped students make the transition into post-secondary training at SIAST Kelsey Campus. The program provided a range of supports, including tutoring, child care and career planning. In 2007-08, the program will be offered again at SIAST Kelsey Campus and will be introduced at SIAST Woodland Campus.

Ongoing efforts to ensure that student credentials are widely recognized resulted in new transfer credit agreements and in an integrated degree program. Chemical Technology diploma grads, for example, can now apply for a full two years of credit at the University of Saskatchewan. In collaboration with the University of Regina, we developed a joint Medical Laboratory Science program. We also negotiated transfer credit agreements with the British Columbia Institute of Technology, Memorial University and SAIT Polytechnic. A number of programs renewed accreditation with external organizations. Twenty additional programs developed PLAR (prior learning assessment and recognition) tools and resources, increasing PLAR-ready programs by 60 percent. PLAR enables students to seek credit for learning acquired through non-academic activities.

We continue to increase access to education by expanding our complement of courses available through online learning. In 2006-07, we added 40 more courses, bringing the total available online to 150. The number of full programs available online also continues to grow, with major areas of concentration ranging from Nursing to Parts Management. Enrolment in SIAST courses available online and through the Saskatchewan Communications Network surpassed 4,500, up from 4,000 the year previous and representing the largest SCN and online enrolments of any Saskatchewan post-secondary institution.
With funding from the provincial government's Technology Enhanced Learning fund, and in collaboration with the University of Regina, our libraries introduced SOLO, Saskatchewan Online Library Orientation. The program enhances students' research skills and equips them with electronic research tools.

More than $17 million in facility upgrades and expansion, and investment in new equipment, were in progress in 2006-07. The capital funding allows us to expand programming where needed, while ensuring that all programming is appropriately resourced to strive for the highest standards.

Agricultural Machinery Technician student Christopher Holst.

Tara Hupaelo, Medical Diagnostics instructor, won the Canadian Society for Medical Laboratory Science Leadership award.

The SIAST Heavy Equipment and Truck and Transport (HETT) program is the proud owners of a 1991 Flyer D40 Motor Coach, together with additional parts such as heavy duty automatic transmissions, as the result of a generous donation by Saskatoon Transit. The bus and spare parts will be used for relevant, up-to-date mechanic training (pictured).

HIRE EXCELLENCE

Special mid-year funding from the province enabled our Basic Education Division to offer selected academic upgrading at no cost. Several hundred learners took advantage of the opportunity to complete the GED 12 or 30-level courses, or to upgrade marks in preparation for further training.

The efforts of our Scholarship and Development team continue to benefit students. Revenue generated increased significantly over the previous year, primarily from growth in donations to endowments, capital equipment, and scholarships and bursaries. We handed out 951 awards valued at $1.02 million.

PARTNERSHIPS

From multi-million-dollar projects to smaller, more tailored arrangements, we continue to pursue partnership opportunities that enable us to more effectively serve students and employers. A joint initiative between SIAST, Northlands College and the Saskatchewan Research Council (SRC), for example, is allowing seven Aboriginal students in northern Saskatchewan to earn credit toward our Chemical

Jim Large (pictured), program head, Recreation Services at SIAST Palliser Campus, won a SIAST Outstanding Service Award.

Nina Lobb and **Karen Harris**, Dental Assisting instructors, were endorsed as clinical examiners for the National Dental Assisting Examining Board.

Technology diploma. The students study for a year at Northlands College and work for the summer for SRC. They complete the second year of the Chem Tech program in Saskatoon.

We are also taking an active role in two projects that will see inner-city training centres established in Regina and Saskatoon as a way to reach traditionally underserved segments of the population. The projects, which received funding of $40 million from the provincial government, bring together training partners from the K to 12 sector and post-secondary, as well as representatives from industry and the provincial government departments of Advanced Education and Employment, Learning and Housing.

The SIAST Nursing Division formed a partnership with the Saskatoon Health Region to implement a new clinical education model in support of expanded enrolment in the Nursing Education Program of Saskatchewan Second Degree Entry Option. The model involves a new position – adjunct clinical instructor. Adjunct clinical instructors are practising expert nurses seconded from the health region. They have teaching responsibilities that include working closely with full-time Nursing Division faculty. The model promotes collaboration and enhances both clinical and educational environments.

Our Technology Division partnered with the Saskatchewan Indian Institute of Technologies and the Dumont Technical Institute on the delivery of Electrician training in Saskatoon, and with Montreal Lake Cree Nation on the delivery of Electrician training in Prince Albert. In partnership with Martin Collegiate High School in Regina, we began delivering three courses in Continuing Care, Parts Management and Carpentry/Electrical. The courses are recognized at the secondary level by Saskatchewan Learning.

EMPLOYEE RECRUITMENT AND RETENTION

Our Human Resources department undertook a major restructuring that increases its focus on providing both strategic and operational HR support across SIAST. In addition to supporting the SIAST board of directors' emphasis on

Top: Kerri-Lane Geist, Biotechnology student

Bottom: Warren Isbister, Recreation and Tourism Management student

employee recruitment and retention, the changes respond to a Provincial Auditor's report that called on us to analyze and address competency gaps within our workforce. Specifically, we are increasing our workforce planning capacity and our ability to recruit effectively in an increasingly competitive marketplace.

The new structure also provides for a representative workforce coordinator. This person will help develop strategies to increase Aboriginal representation among our employees. Our representative workforce efforts received a welcome boost when we signed a letter of understanding with the Saskatchewan Government and General Employees' Union as a result of recent collective agreement negotiations. That letter supports efforts to increase First Nations and Métis representation in our employee population. In addition, a letter of understanding has been signed with the Academic bargaining unit that establishes conditions under which vacancies created by retirements can be designated for people of Aboriginal descent.

Across the organization, we continue to emphasize a range of professional development opportunities that enhance the knowledge and skills of veteran and rookie faculty and staff. Programs that help new faculty develop their teaching skills, for instance, underwent a dramatic increase in registrations and enrolments. The Faculty Certificate Program (FCP) summer institute increased enrolments from 16 to 40. FCP courses offered from fall through spring were available online, increasing registrations from 24 to 71. The New Instructor Orientation drew 101 participants, up from 83. Both programs are offered through the Instructional Leadership and Development Centre (ILDC).

In collaboration with the ILDC, Virtual Campus faculty trainers conducted more than 450 training sessions and workshops for faculty and staff, focusing on online teaching and learning.

Our Science and Health Division implemented an initiative that exposes faculty to rapid technological and delivery changes in their

An injection of mid-year funding enabled SIAST to expand capacity in many skills and technical training areas, while also helping more people prepare for higher education through tuition-free academic upgrading.

Bryan Koval, one of the first students to take advantage of tuition-free academic upgrading.

David Francis (pictured), academic director of the Virtual Campus, was named a Fellow of School of Graduate Studies by Memorial University.

Louise Frederick, Practical Nursing program head, was presented with a star blanket by **Chief Dennis Dustyhorn** of the Kawacatoose First Nation for her leadership in developing a strong partnership and expediting the delivery of the Practical Nursing program at Quinton, Saskatchewan.

HIRE ENTHUSIASM

fields. In 2006-07, 35 faculty spent one to two days with employers to learn about industry developments. With funding from Saskatchewan Health, the Science and Health Division collaborated with the Nursing Division on orientation and interprofessional education for 80 receptors – health care experts who provide practical learning opportunities to our students.

FACILITY REDEVELOPMENT

A $5.9 million expansion was completed at SIAST Kelsey Campus. The project resulted in new facilities for Industrial Mechanics, Plumbing, Steamfitter-Pipefitter, Sheet Metal, Agricultural Machinery and CAD/CAM programs. Through mid-year funding, an additional $1.05 million enabled us to refit the Industrial Mechanics shop.

With mid-year capital funding, we moved forward with a number of other projects:

- $1.32 million for a Power Engineering boiler
- $2.2 million to accommodate an expansion of Nursing programs at SIAST Kelsey Campus
- $1.05 million for a Nursing and Science and Health interprofessional simulation learning centre at SIAST Wascana Campus

Dr. Mariano Mapili (pictured), an instructor in Natural Resource Technology programs at SIAST Woodland Campus, won the SIAST President's Award of Excellence. Mapili earmarked his winnings to fund a presentation at a conference in San Diego.

Kim Deydey, Medical Diagnostics instructor, is the Saskatchewan Society of Medical Laboratory Technologists representative on the Council for National Certification for the Canadian Society for Medical Laboratory Science.

- $2.8 million for the purchase of two additional mobile training labs

In addition, we began work on a $3.9 million renovation project at SIAST Palliser Campus. Scheduled for completion in September 2007, the project involves redevelopment of the Instrumentation Engineering area, including laboratories, machine shop and classrooms; relocation of the fitness centre and campus nurse area; and remodeling of several classrooms.

At SIAST, a keen focus on enhancing access to programming and on doing more through partnerships served us well in 2006-07. Combined with an enthusiasm for new challenges, it will enable us to continue contributing effectively as Saskatchewan experiences ongoing rapid economic and demographic change.

05/07
STATISTICS

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SIAST STUDENT STATISTICS

Note: 2006-07 student statistics will be available on SIAST's website, www.goSIAST.com, under "About>Reports>Annual Reports" after November 1, 2007.

Enrolment figures by full-load equivalent (FLE)[1]

FLE enrolment	2005/06	2004/05
Program enrolment		
Basic Education	1,219	1,111
Apprenticeship	2,678	2,512
Certificate/diploma	4,918	5,232
Continuing education credit programs[2]	1,257	1,310
Total program enrolment	**10,072**	**10,165**
Course registration enrolment		
Credit[3]	1,727	1,929
Non-credit	652	613
Total course registration enrolment	**2,379**	**2,542**
Future Skills enrolment (FS)		
Program FLE	212	323
FS credit course FLE	249	205
FS non-credit course FLE	101	89
Total Future Skills enrolment FLE	**562**	**617**
Total FLE enrolment	**13,013**	**13,324**

[1] In 2002, SIAST adopted full-load equivalent (FLE) as the standard measure for enrolment reporting. FLE is a method of counting enrolled students by converting all registrations according to predetermined formulas that are inclusive of all types of training activity at SIAST.
[2] SIAST certificate programs delivered through regional colleges are included in continuing education credit programs.
[3] Individual credit course registrations include students who have not been admitted into a SIAST credit program.
[4] Certificate programs include applied certificates, certificates and advanced certificates.

Number of graduates

	2005/06	2004/05	2003/04	2002/03	2001/02
Diploma	796	893	866	750	850
Certificate[4]	2,947	3,427	3,042	3,126	3,040
Total	**3,743**	**4,320**	**3,908**	**3,876**	**3,890**

A partnership between **SIAST's Industrial Training Division** and **Virtual Campus**, and the Saskatchewan Apprenticeship and Trade Certification Commission was recognized with a Saskatchewan Labour Market Commission Training for Excellence Award.

Peter Lapointe (pictured), SIAST Palliser Campus director, was recently elected to a two-year term on the executive board of the Moose Jaw Regional Economic Development Authority.

SIAST STUDENT STATISTICS *continued*

SIAST programs

Number of programs[1]

	2005/06	2004/05	2003/04	2002/03
Diploma	52	52	51	52
Certificate[2]	112	121	114	112
Apprenticeship	26	27	27	27
Total	**190**	**200**	**192**	**191**

[1] Total number of programs does not include the Nursing Education Program of Saskatchewan (NEPS)or the NEPS Second Degree Entry Option program.
[2] Certificate programs included applied certificates, certificates and advanced certificates.

Program enrolment by FLE
2005-2006

Program enrolment FLE[1] 13,347

SIAST Woodland Campus
FLE total 1,822

SIAST Palliser Campus
FLE total 3,059

SIAST Kelsey Campus
FLE total 5,318

SIAST Wascana Campus
FLE total 2,814

Charmaine Pauli (pictured), executive assistant to the dean of Community Services, based at SIAST Woodland Campus, won a SIAST Outstanding Service Award.

Three SIAST students and a SIAST alumni won gold in the national Skills Canada competition. The student winners were **Andrea Kowalchuk**, Architectural Technology & Design; **Mike O'Grodnick**, Precision Machining, and Tanya Schell, Restaurant Service. Grad **Cody Peterson** won gold in Graphic Design.

SIAST STUDENT STATISTICS *continued*

Education equity participation (% enrolment)

	2005/2006 SIAST Participation Rates	
Designated groups of students	**All programs** (certificate/diploma, Basic Education & apprenticeship programs)	**All certificate/ diploma programs**
Persons of Aboriginal ancestry	18.2%	15.2%
Persons with disabilities	4.7%	4.8%
Persons of visible minorities	2.1%	2.5%
Female students	44.3%	57.6%

SIAST WORKFORCE STATISTICS

FULL-TIME EQUIVALENT (FTE) TOTALS

July 1, 2006 to June 30, 2007, and July 1, 2005 to June 30, 2005

	ACADEMIC		ADMIN SUPPORT		OUT-OF-SCOPE		TOTAL	
	2006/07	2005/05	2006/07	2005/06	2006/07	2005/06	2006/07	2005/06
Kelsey	398.48	381.09	131.42	129.47	14.24	14.51	544.14	525.07
Palliser	195.60	192.01	82.68	81.07	10.29	10.07	288.57	283.15
Wascana	247.38	235.01	115.45	120.11	13.23	12.12	376.06	367.24
Woodland	151.01	137.76	80.28	79.71	10.14	9.19	241.43	226.66
Admin Offices	1.77	3.26	51.9	49.8	39.92	36.26	93.59	89.32
Totals	**994.24**	**949.13**	**461.73**	**460.16**	**87.82**	**82.15**	**1,543.79**	**1,491.44**

06/07 FINANCIALS

MANAGEMENT DISCUSSION AND ANALYSIS

OPERATING ENVIRONMENT

SIAST contributes to economic growth and prosperity in Saskatchewan by developing and delivering skills and technical training programs that robustly respond to the needs of business, industry and the labour force. SIAST has a long history of being accessible and responsive to technical and community education requirements, meeting both individual and labour market needs by providing high-quality programs. Our graduates are ready to hit the ground running in their respective fields.

In response to intensified pressure on Saskatchewan's labour market, SIAST received approximately $10 million of one-time funding in an unprecedented mid-year allocation from Saskatchewan Advanced Education and Employment (AEE) during the 2006-2007 fiscal year. Much of this funding is going towards operating costs and capital equipment and facilities to prepare SIAST for increased seats primarily in the program areas of Nursing, Basic Education and Electrician. A new Power Engineering boiler, Industrial Mechanics equipment, an interprofessional learning simulation centre for health programs and the addition of two industrial mobile training units were also funded from this mid-year allotment.

FINANCIAL PERFORMANCE (dollars in thousands)

In 2006-2007, SIAST experienced a deficit of revenue under expenses of $2,884. This deficit was mainly a result of a one-time contribution to the General Revenue Fund in the amount of $3,574 required by AEE for the facilities expansion at SIAST Kelsey Campus.

HIGHLIGHTS: ACTUAL 2007 COMPARED TO 2006
(dollars in thousands)

- Excess of expenses over revenue for 2007 was $2,884, up $1,528 from 2006.
- Grants increased by $12,982, or 12.2%, as a result of provincial government increases to the operating and facilities grant. The increases were largely required to fund increased salary costs due to the new collective agreement. A portion of the increases also related to the mid-year funding SIAST received from AEE during the fiscal year.
- Contractual services revenue increased by $2,589, or 12.3%, mainly from increased apprenticeship training and increased activity by the Business Development and International Partnership Division.
- Tuition and fees revenue increased by $753, or 3.9%, mainly due to an increase in core tuition rates of 5% compared to the previous year, partially offset by tuition freezes in a few select programs and declining enrolments, most significantly in Business and Entrepreneurial Studies and Community Services divisions.
- Sales revenue increased by $799, or 12.4%, due to increased bookstore activity at all campuses and increased cafeteria sales, primarily at SIAST Kelsey Campus. In addition, service sales increased in a number of areas, most notably for education equity tutorial services and for services offered to the public by the Dental programs.
- Investment revenue has increased by $352, or 36.6%, due to increased interest rates and increased cash balances resulting from additional provincial funding received in the year.
- Salaries and benefits expense increased by $12,755, or 12.5%, mainly because of increased collective bargaining costs. Salaries relating to additional contract training activity also contributed to this increase.
- Materials and supplies expense increased by $1,132, or 12.2%, due to increased purchases of resale items in the bookstores and cafeterias, consumables required to support increased extension and apprenticeship training, and

Linda McFie, Medical Diagnostics instructor, was appointed to the Exam Writing Committee for National Certification of the Canadian Association of Medical Radiological Technology.

Alison Pickrell (pictured), associate vice president, Student Affairs, served with representatives from the universities of Regina and Saskatchewan on a working committee to study post-secondary scholarships, awards and bursaries. The committee was struck by the provincial government's Department of Advanced Education and Employment.

purchases of equipment required to support the mobile training initiative.
- Amortization expense increased by $583, or 10.9%, largely due to amortization of the new mobile training lab and SIAST Kelsey Campus renovations.
- Equipment rental and repairs expense increased by $646, or 47.9%, mainly as a result of maintenance and upgrades to the new mobile training lab, and contributed equipment purchases related to a project in the International division.
- Total assets increased by $32,707, or 61.2%, due mainly to capital and special project funding that will not be spent until the following fiscal year.
- Total liabilities increased by $35,477, or 109.1%, mainly as a result of the deferral of the funding noted above. Net assets decreased by $2,770, or 13.2%.

HIGHLIGHTS: PLAN 2007 (dollars in thousands)

Excess of expenses over revenue for 2007 was $2,884 compared to the planned deficit of $389. The main areas of variation from the plan follow:
- Grant revenue exceeded plan by $6,293, or 5.6%, which is due to increases in the operating and facilities grant funding received in the 2007-2008 provincial budget that came into effect three months prior to SIAST's year-end; the operating grant for the collective agreement salaries increases effective July 1, 2006, that was received as part of the 2007-2008 provincial budget; and mid-year funding received from AEE during the fiscal year.
- Contractual services revenue exceeded plan by $4,541, or 23.9%, due to increased apprenticeship, international, extension and skills initiatives training.
- Tuition and fees were $390, or 1.9%, less than plan mainly due to enrolment shortfalls in various Business and Entrepreneurial Studies, Community Services and Technology divisions' core programs. These shortfalls were partially offset by an overage for tuition in the Nursing Division.
- Sales revenues were $1,112, or 18.1%, greater than plan due to increased bookstore activity at all campuses and increased cafeteria sales, primarily at SIAST Kelsey Campus. In addition, there were unbudgeted service sales increases in a number of areas, most notably for education equity tutorial services and for services offered to the public by the Dental programs.
- Investment revenues were $491, or 59.7%, greater than plan as a result of higher than expected interest rates and increased cash balances resulting from increased provincial funding received during the year.
- Salaries and benefits exceeded plan by $8,994, or 8.5%, due to mandated increases in collective bargaining agreement costs, increased apprenticeship training activity and unanticipated severance payments. Additional offsetting variations from the plan include vacancy savings due to difficulties in the recruitment and retention of staff in several programming and support areas and reduced enrolments in various core programs.
- Facilities rentals were below plan by $1,223, or 4.7%, due to a utilities rebate from Saskatchewan Property Management.
- Materials and supplies costs exceeded plan by $1,473, or 16.5%, and Services costs exceeded plan by $1,241, or 12.8%, due to an unanticipated increase in apprenticeship training projects by the Business Development and International Partnership Division and the spending of mid-year funding received from the province.
- Contribution to the Province of Saskatchewan – General Revenue Fund in the amount of $3,574 was unplanned and relates to the portion of the SIAST Kelsey Campus facilities renovation project that will be owned by Saskatchewan Property Management.

Bonnie Meier, program head, Pharmacy Technician, continues to serve on the Canadian Pharmacy Technician Educators Association Board and participated on the Pharmacy Technician Program Accreditation Committee of the Canadian Council for the Accreditation of Pharmacy Programs.

Kim Neudorf, clinical and program coordinator, Prince Albert site, of the Nursing Education Program of Saskatchewan, received a Mentorship Award, presented by the College of Nursing, University of Saskatchewan.

Joanne Post (pictured), program head, Biotechnology/Veterinary Technology, is a member of the steering committee for the International Biology Olympiad.

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MANAGEMENT DISCUSSION AND ANALYSIS

HIGHLIGHTS: PLAN 2008 (dollars in thousands)

A $140 surplus is projected for 2008 as compared to the $2,884 deficit in 2007. The main areas of anticipated change are:

- Operating and facility grants are projected to increase by $11,499, or 9.6%, as a result of the funding increases in the 2007-2008 provincial budget. These increases were largely required to fund increased salary costs resulting from collective agreement increases. Additional funding was also provided for program enhancements in the Nursing Division, for ongoing costs arising from seat increases related to the 2006-2007 mid-year funding, and to offset projected increases in facilities lease costs.
- Contractual revenues are expected to decrease by $276, or 1.2%, as projects by the Business Development and International Partnership Division are not planned to occur at the same level as in 2007.
- Tuition and fees are expected to increase by $560, or 2.8%, due to an increase in core tuition rates, which is partially offset by projected enrolment declines, primarily in the Business and Entrepreneurial Studies Division, as well as tuition freezes in a few select core programs.
- Salaries and benefits are expected to increase by $8,919, or 7.8%, due to increased collective bargaining agreement costs, program expansions due to additional grant funding, and other program and support enhancements.
- Facilities rental expenses are expected to increase by $3,823, or 15.3%, due to increased Saskatchewan Property Management charges. The $140 surplus is expected to maintain Unrestricted Net Assets at 1.5% of total revenue as per policy.

CAPITAL SPENDING SUMMARY

In 2007, SIAST made purchases of capital assets totaling $11.576 million. These were funded via operating funds designated for capital replacement, provincial capital funding, mid-year funding received from the province and accumulated net surpluses. The majority of the capital expenditures were made to replace equipment, technology and books and to improve facilities used in the training of students, including SIAST Palliser upgrades and SIAST Kelsey upgrades and expansion.

RISK MANAGEMENT

SIAST continues to use an enterprise risk management approach to identify and prioritize risks and opportunities. The ERM framework was reviewed by the board of directors in fall 2006 to ensure a methodology that is transparent, regular, standardized, consistently communicated, proactive and value-added. The framework continues to optimize SIAST's ability to plan for and manage risks, identify opportunities to improve performance and make better decisions based on the risk, population and priorities. Areas where risk management resources and efforts are focused to ensure SIAST can carry out its operating plan are:

- Union and management relationships.
- Government relations.
- Funding.
- Facility development.
- Staff recruitment and retention.
- Student recruitment.
- Increased reliance on technology.
- Effective governance.
- Partnerships.
- Competitive advantage.
- Effective and timely data transformation.
- Business continuity planning.

KEY FINANCIAL RESULTS AND DATA (dollars in thousands)

	2006 Actual	2007 Plan	2007 Actual	2008 Plan
Operations				
Excess (deficiency) of revenue over expenses	(1,356)	(389)	(2,884)	140
Grants	106,301	112,990	119,283	130,782
Contractual services	20,982	19,030	23,571	23,295
Tuition and fees	19,201	20,344	19,954	20,514
Sales	6,461	6,148	7,260	6,478
Salaries and benefits	101,669	105,430	114,424	123,343
Facilities rental	24,891	26,279	25,056	28,879
Materials and supplies	9,284	8,943	10,416	9,683
Services	10,867	9,731	10,972	10,036
Amortization	5,326	5,784	5,909	7,324
Travel and professional development	3,783	3,812	3,882	4,086
Balance sheet				
Operating net assets	5,931	6,636	2,955	2,426
Total assets	53,451	51,162	86,158	60,680
Total liabilities	32,516	30,147	67,993	42,375
Net assets	20,935	21,015	18,165	18,305

MANAGEMENT REPORT

The financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. Financial statements are not precise because they include certain amounts based on estimates and judgments. Management has ensured that the financial statements are presented fairly in all material respects. The financial information presented elsewhere in the annual report is consistent with that in the financial statements.

Management has ensured that the organization is in compliance with the provisions of legislation and related authorities.

Management maintains a system of internal accounting and administrative controls to provide reasonable assurance that the financial information is relevant, reliable and accurate, and that assets are appropriately accounted for and adequately safeguarded.

The board of directors of SIAST is responsible for reviewing and approving the financial statements and, primarily through its audit committee, ensures management fulfills its responsibilities for financial reporting.

The audit committee is appointed by the board and is composed of directors who are not employees of SIAST. The audit committee meets periodically with management and with external auditors to discuss internal controls, auditing matters, and financial and reporting issues to satisfy itself that each party is properly discharging its responsibilities. The audit committee reviews the financial statements and the external auditors' report and also considers, for approval by the board, the engagement or reappointment of the external auditors. The audit committee reports its findings to the board for its consideration when approving the financial statements for issuance.

The financial statements have been audited by Deloitte & Touche LLP and the Provincial Auditor of Saskatchewan in accordance with Canadian generally accepted auditing standards. Deloitte & Touche LLP and the Provincial Auditor of Saskatchewan have full and free access to the audit committee.

Dr. Robert G. McCulloch
President & CEO
August 3, 2007

Cheryl McMillan
Associate Vice President, Financial Services
August 3, 2007

Cal Nikiforoff, an instructor in the Professional Cooking program at SIAST Kelsey Campus, won a scholarship from the Canadian College and University Food Service Association to attend the 13th Annual Chef's Conference in Amherst, Massachusetts.

North Ridge Development Corporation received the 2007 Job Creation Award at the North Saskatoon Business Association Business Builder Awards banquet. The award, sponsored by SIAST, recognizes a NSBA member for criteria related to job creation.

Aleatha Schoonover (pictured), program head, Medical Diagnostics programs at SIAST Kelsey Campus, won a SIAST Outstanding Service Award.

AUDITORS' REPORT

AUDITORS' REPORT TO THE BOARD OF DIRECTORS OF SASKATCHEWAN INSTITUTE OF APPLIED SCIENCE AND TECHNOLOGY

TO THE MEMBERS OF THE LEGISLATIVE ASSEMBLY

We have audited the consolidated statement of financial position of Saskatchewan Institute of Applied Science and Technology ("SIAST") as at June 30, 2007 and the consolidated statements of operations, changes in net assets and of cash flows for the year then ended. SIAST is responsible for preparing these financial statements for Treasury Board's approval. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of SIAST as at June 30, 2007 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Deloitte & Touche LLP
Chartered Accountants
Saskatoon, Saskatchewan
August 3, 2007

G. Fred Wendel
Provincial Auditor
Regina, Saskatchewan
August 3, 2007

SIAST's Nursing Division was presented with a Certificate of Recognition from Dinesh Kashyap, CEO of Multicultural Council of Canada, for the Orientation to Nursing in Canada for Internationally Educated Nurses program.

The SIAST Nursing Division was the recipient of the 2007 Saskatchewan Healthcare Excellence Award for Leadership.

SIAST partnered with **SaskEnergy** and the **Salvation Army** to launch SaskEnergy's "Share the Warmth" home energy efficiency project in Regina, Prince Albert and Saskatoon in September and October (pictured).

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

June 30, 2007 with comparative figures for 2006
(in thousands of dollars)

	2007	2006
Assets		
Current assets:		
Cash and short-term investments (note 3)	$ 41,734	$ 15,606
Accounts receivable (note 4)	5,693	5,361
Inventories (note 5)	1,611	1,180
Prepaid expenses	632	558
	49,670	22,705
Long-term investments (note 6)	1,776	1,643
Capital assets (note 7)	34,712	29,103
	$ 86,158	$ 53,451

continued on next page

CONSOLIDATED STATEMENT OF FINANCIAL POSITION *continued*

June 30, 2007 with comparative figures for 2006
(in thousands of dollars)

	2007	2006
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	$ 6,589	$ 4,785
Salaries and benefits payable	6,923	6,797
Unearned revenue (note 8)	5,858	3,461
Deferred grants (note 9):		
Saskatoon Trades and Skills Centre	17,181	-
SIAST programming	9,869	1,586
Current portion of obligation under capital leases (note 10)	115	185
	46,535	16,814
Obligation under capital leases (note 10)	390	71
Deferred contributions (note 11):		
Capital	19,823	14,555
Scholarship and other trust funds	1,245	1,076
	67,993	32,516
Net assets:		
Net assets invested in capital assets	14,384	14,292
Net assets restricted for endowment (note 12)	826	712
Operating net assets	2,955	5,931
	18,165	20,935
	$ 86,158	$ 53,451

Commitments (note 13)
See accompanying notes to consolidated financial statements.

On behalf of the board:
Wilson Olive, Chair Gay Patrick, Audit Committee Chair

CONSOLIDATED STATEMENT OF OPERATIONS

Year ended June 30, 2007 with comparative figures for 2006
(in thousands of dollars)

	2007 Budget	2007 Actual	2006 Actual
Revenue:			
Grants	$ 112,990	$ 119,283	$ 106,301
Contractual services	19,030	23,571	20,982
Tuition and fees	20,344	19,954	19,201
Sales	6,148	7,260	6,461
Amortization of deferred capital contributions	2,285	2,395	2,120
Investments	823	1,314	962
Donations	510	506	565
Rentals	83	99	110
	162,213	**174,382**	**156,702**
Expenses:			
Salaries and benefits	105,430	114,424	101,669
Facilities rental	26,279	25,056	24,891
Materials and supplies	8,943	10,416	9,284
Services	9,731	10,972	10,867
Amortization	5,784	5,909	5,326
Travel and professional development	3,812	3,882	3,783
Equipment rental and repairs	1,661	1,995	1,349
Scholarships and awards	962	1,017	969
Loss (gain) on disposal of capital assets	-	21	(80)
	162,602	**173,692**	**158,058**
Excess (deficiency) of revenue over expenses before contribution to Province of Saskatchewan – General Revenue Fund	(389)	690	(1,356)
Contribution to Province of Saskatchewan – General Revenue Fund (note 14)	-	3,574	-
Deficiency of revenue over expenses	**$ (389)**	**$ (2,884)**	**$ (1,356)**

See accompanying notes to consolidated financial statements.

The SIAST Nursing Division and **SIAST's Virtual Campus** received the Excellence in Instructional Design award from the Canadian Association for Distance Education. This is the second CADE award in instructional design presented to the division and Virtual Campus in three years.

SIAST's **Recognition of Prior Learning** office is engaged in a two-year national research project to study quality assurance in PLAR (prior learning assessment and recognition).

Yvonne Warnes (pictured), recently retired program head of the SIAST Nursing Division's continuing education programs, received the Saskatchewan Registered Nurses' Association Lifetime Membership Award.

CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS

Year ended June 30, 2007 with comparative figures for 2006
(in thousands of dollars)

	Invested in Capital Assets	Restricted for Endowment	Operating Net Assets	2007 Total	2006 Total
Balance, beginning of year	$ 14,292	$ 712	$ 5,931	$ 20,935	$ 22,238
Excess (deficiency) of revenue over expenses	(3,535)	-	651	(2,884)	(1,356)
Endowment contributions	-	114	-	114	53
Invested in capital assets	3,627	-	(3,627)	-	-
Balance, end of year	**$ 14,384**	**$ 826**	**$ 2,955**	**$ 18,165**	**$ 20,935**

See accompanying notes to consolidated financial statements.

Ida Sadowski, Health Information Management instructor, was appointed to the Canadian Health Information Management Association's Continuing Professional Education Committee.

Lynn Sheridan, an Occupational Health and Safety Practitioner program faculty member and chair of the SIAST Nursing Division Mentorship Project Team, received the Saskatchewan Registered Nurses' Association Mentorship Award.

Heather West (pictured), academic director of Library Services, has been reappointed to the Saskatchewan Multitype Library Board. West was elected secretary/Communiqué editor for the Community and Technical College section of the Canadian Library Association.

CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended June 30, 2007 with comparative figures for 2006
(in thousands of dollars)

	2007	2006
Cash provided by (used in):		
Operating activities:		
Deficiency of revenue over expenses	$ (2,884)	$ (1,356)
Items not affecting cash:		
Amortization of capital assets	5,909	5,326
Amortization of deferred capital contributions	(2,395)	(2,120)
Change in non-cash working capital (note 17)	28,954	3,711
Loss (gain) on disposal of capital assets	21	(80)
Cash provided by operating activities	**29,605**	**5,481**
Financing and investing activities:		
Purchase of capital assets	(11,576)	(9,442)
Contributions for capital assets purchased	7,663	2,475
Increase in obligation under capital leases	527	-
Repayments of obligation under capital leases	(278)	(188)
Proceeds from sale of capital assets	37	295
Change in scholarship and other trust fund deferred contributions	169	(142)
Endowment contributions	114	53
Increase in long-term investments	(133)	(1)
Cash used in financing and investing activities	**(3,477)**	**(6,950)**
Net increase (decrease) in cash and short-term investments	**26,128**	**(1,469)**
Cash and short-term investments, beginning of year	15,606	17,075
Cash and short-term investments, end of year	$ 41,734	$ 15,606

See accompanying notes to consolidated financial statements.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Year ended June 30, 2007
(in thousands of dollars)

1. Statutory authority:

Saskatchewan Institute of Applied Science and Technology (SIAST) was established as a public educational corporation by the Legislative Assembly of Saskatchewan under *The Institute Act* and is continued under *The Saskatchewan Institute of Applied Science and Technology Act*.

2. Significant accounting policies:

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles, and include the following significant accounting policies:

(a) Basis of consolidation:
These consolidated financial statements include 50% of the assets, liabilities, revenue and expenses of the SIAST/PAGC Student Housing Corporation (note 15). This corporation is jointly controlled by SIAST and the Prince Albert Grand Council.

(b) Revenue recognition:
SIAST follows the deferral method of accounting for grants and other contributions. Grants and contributions for expenses of future periods are deferred and recognized as revenue in the year in which the related expense is incurred.

Grants for capital assets are deferred and recognized as revenue on the same basis as the acquired capital assets are amortized.

Contributions, including investment income, to scholarship and other trust funds are deferred and recognized as revenue in the year in which the conditions of the contribution are met.

Endowment contributions are recognized as direct increases in net assets in the year received.

Amounts received for tuition fees, contractual services, and sale of goods and services are recognized as revenue in the year that the goods are delivered or the services are provided.

(c) Inventories:
Inventories consist of merchandise and supplies held for resale and are valued at the lower of cost and net realizable value. Administrative and program supplies and library periodicals are not inventoried.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

Year ended June 30, 2007
(in thousands of dollars)

(d) Capital assets:
Purchased capital assets are recorded at cost. Donated capital assets are recorded at fair market value upon receipt with an offsetting amount recorded to deferred contributions – capital. Amortization is charged to operations on the straight-line basis over the following estimated useful lives of the assets:

Asset	Period
Computer equipment	3 and 4 years
Furniture	10 years
Industrial and heavy equipment	10 years
Leasehold improvements:	
Saskatchewan Property Management owned properties	15 years
Other properties	Lease term
Office equipment, specialized equipment and library	5 years
Vehicles	8 years

(e) Short-term investments:
Short-term investments are stated at cost, which approximates market value.

(f) Long-term investments:
Long-term investments consist of pooled investment funds valued at market value and various equities, bonds and cash equivalents valued at cost.

(g) Use of estimates:
The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions regarding the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses for the year. Actual amounts may differ from these estimates.

The United Nations' Regional Centre of Expertise on Education for Sustainable Development for Saskatchewan, known as RCE Saskatchewan, was officially announced in Regina, Craik and Saskatoon. RCE Saskatchewan is one of only three RCEs recognized in North America and is the culmination of a two-year joint process among the University of Regina, University of Saskatchewan and SIAST in partnership with members of other educational organizations, businesses, government and non-profit organizations.

Gwen Bourque (pictured), programmer/application analyst, was nominated in the Saskatoon Women of Distinction Award program in the education category.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

Year ended June 30, 2007
(in thousands of dollars)

3. Cash and short-term investments:

Short-term investments consist of federally or provincially guaranteed money market instruments maturing within one year. The weighted average effective interest rate on these securities is 4.26% (2006 – 3.79%).

	2007	2006
Cash	$ 1,729	$ 718
Short-term investments	40,005	14,888
	$ 41,734	$ 15,606

4. Accounts receivable:

	2007	2006
Student	$ 136	$ 178
Corporate	1,148	1,342
Federal government	1,138	1,406
Provincial government – General Revenue Fund	2,395	2,179
Other	876	256
	$ 5,693	**$ 5,361**

5. Inventories:

	2007	2006
Bookstores	$ 1,463	$ 1,037
Food services	73	72
Shop and service supplies	75	71
	$ 1,611	**$ 1,180**

Brenda Udahl, Dental Hygiene instructor, served as a member of the Examination Committee of the National Dental Hygiene Certification Board and the Saskatchewan representative on the Dental Hygiene Educators of Canada Board.

Heath Armbruster and **Ken Farrell** (pictured), instructors in the Computer Networking Technician program at SIAST Wascana Campus, received the national CISCO Certificate of Exemplary Commitment award.

Four SIAST Chemical Technology students placed among the top five student presenters at the annual Western Canadian Student Symposium. **Steve Hallman** placed second, **Andrea King** placed third, and **Cassandra Cadrain** and **Tony Chau** tied for fifth place.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

Year ended June 30, 2007
(in thousands of dollars)

6. Long-term investments:

Endowment and long-term trust funds are held in a diversified portfolio consisting of individual equities, mutual funds, individual bonds and cash equivalents. The rate of return for the portfolio in 2007 was 10.76% (2006 – 5.25%).

	2007	2006
Equities	$ 437	$ 443
Pooled investment funds	777	674
Bonds	447	413
Cash equivalents	115	113
	$ 1,776	$ 1,643

The market value of long-term investments as at June 30, 2007 is $1,868 (2006 - $1,711).

7. Capital assets:

	Cost	Accumulated Amortization	2007 Net Book Value	2006 Net Book Value
Computer equipment	$ 16,548	$ 12,601	$ 3,947	$ 3,460
Furniture	4,691	2,350	2,341	2,108
Industrial and heavy equipment	24,037	15,074	8,963	6,939
Leasehold improvements	23,035	8,509	14,526	12,769
Office equipment, specialized equipment and library	14,756	10,637	4,119	3,121
Vehicles	3,756	2,940	816	706
	$ 86,823	$ 52,111	$ 34,712	$ 29,103

The net book value of assets under capital lease was $657 (2006 – $243).

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

Year ended June 30, 2007
(in thousands of dollars)

8. Unearned revenue:

	2007	2006
Tuition and fees	$ 1,057	$ 1,014
Contractual services	410	731
Grants – operations and rent	3,831	1,285
Other	560	431
	$ 5,858	$ 3,461

9. Deferred grants:

The balance is made up of the following:

(a) Saskatoon Trades and Skills Centre:
SIAST received $17,000 during the year from the Department of Advanced Education and Employment (AEE) for development of an integrated training facility at the Saskatoon Public School Division's Mount Royal Collegiate. The contribution from AEE, as well as any investment income earned on the funds ($181 as of June 30, 2007), is required to be used for the capital costs of renovating the facility. SIAST has been designated the managing partner of the project, which also includes the involvement of the Saskatoon Public and Catholic School Divisions, the Saskatchewan Indian Institute of Technologies, Dumont Technical Institute, the Saskatchewan Apprenticeship and Trade Certification Commission and the Saskatchewan Construction Association. The new facility will be named the Saskatoon Trades and Skills Centre. It is not anticipated that SIAST will own the facility or capitalize any of the expenditures made with these funds.

(b) SIAST programming:

	TEL	Skills Training	Capital Assets	2007 Total	2006 Total
Balance, beginning of year	$ 1,140	$ 262	$ 184	$ 1,586	$ 3,951
Grants received during the year	933	2,003	15,625	18,561	2,446
Recognized during the year	(1,059)	(1,829)	(7,390)	(10,278)	(4,811)
Balance, end of year	$ 1,014	$ 436	$ 8,419	$ 9,869	$ 1,586

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

Year ended June 30, 2007
(in thousands of dollars)

Technology enhanced learning (TEL) deferred grants represent the unspent portion of funding received from AEE that is restricted to projects that extend access and enhance program quality in post-secondary education through effective use of technologies.

Skills training deferred grants represent unspent grants that are restricted to the skills training initiatives for which AEE provides funding to enable SIAST to respond regionally to emerging skills shortages.

Capital assets deferred grants represent unspent funding restricted to the purchase of capital assets.

10. Obligation under capital leases:

	2007	2006
Balance, beginning of year	$ 256	$ 444
Repayments during the year	(278)	(188)
Additions during the year	527	-
Total	505	256
Less current amount	115	185
Long-term amount	$ 390	$ 71

Minimum lease payments under the capital leases, including interest are as follows:

2008	$ 148
2009	132
2010	111
2011	107
2012	96
Total minimum lease payments	594
Less amount representing future interest	89
Net obligation under capital leases	$ 505

Interest rates on the leases range from 4.5% to 11.4%. Interest expensed during the year amounted to $18 (2006 - $34).

Larry Fladager, SIAST Woodland Campus director, has been named to the Prince Albert Chamber of Commerce.

Bill Coulthard, SIAST Wascana Campus director, will continue to serve as a member of the Mayor's Task Force on Regina's Future.

Liz Constantinides (pictured), **Dental Assisting**, was appointed as the Canadian Dental Association representative on the Dental Assisting Program Committee of the Commission on Dental Accreditation.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

Year ended June 30, 2007
(in thousands of dollars)

11. Deferred contributions:

The balance is made up of the following:

(a) Capital:
Deferred contributions related to capital assets represent the unamortized portion of grants expended for capital assets.

	2007	2006
Balance, beginning of year	$ 14,555	$ 14,200
Amortization of deferred capital contributions	(2,395)	(2,120)
Contributions for capital assets purchased	7,663	2,475
Balance, end of year	**$ 19,823**	**$ 14,555**

(b) Scholarship and other trust funds:
Deferred scholarship and other trust fund contributions represent unexpended funds externally restricted for scholarships and other purposes.

	2007	2006
Balance, beginning of year	$ 1,076	$ 1,218
Contributions and investment income received during the year	794	433
Revenue recognized during the year	(617)	(552)
Transferred to endowments	(8)	(23)
Balance, end of year	**$ 1,245**	**$ 1,076**

12. Net assets restricted for endowment:

Endowments consist of donations to SIAST where the donor requires SIAST to maintain the principal intact in perpetuity. For fiscal 2007, disbursements of 5.60% of the closing balance, principal were funded by investment income earned on the endowment assets. The rate of return on endowed assets in 2007 was 10.76% (2006 – 5.25%). Investment earnings on endowed assets in excess of awards granted in the year are included in deferred contributions – scholarship and other trust funds.

The national certification pass rate of students in **SIAST's Dental Assisting** (pictured), **Medical Laboratory, Medical Radiologic and Cytotechnology** programs was 100 percent.

Susan Ehlert, Medical Diagnostics instructor, participated in the Exam Validation Committee of the Canadian Association of Medical Radiological Technology.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

Year ended June 30, 2007
(in thousands of dollars)

13. Commitments:

SIAST has a number of operating lease commitments pertaining to land and buildings and equipment. The majority of land and buildings are leased on a continuing basis from Saskatchewan Property Management, in addition to smaller private building lessors. The equipment is leased from various private lessors. A summary of the future minimum operating lease commitments over the next five years is as follows:

	Land and Buildings	Equipment	Total
2008	$ 28,059	$ 651	$ 28,710
2009	28,059	185	28,244
2010	28,059	162	28,221
2011	28,059	1	28,060
2012	28,059	-	28,059

The estimated cost to complete major capital projects in progress at June 30, 2007 is approximately $5,872. Funds received, but not yet expended, for these projects is recorded in deferred grants (note 9 (b)).

14. Contribution to Province of Saskatchewan – General Revenue Fund:

A project to renovate and expand SIAST Kelsey Campus was completed during 2007. SIAST capitalized costs of $1,881 for the renovation portion of the project and made a contribution to the Province of Saskatchewan – General Revenue Fund of $3,574 to fund the addition to a building leased from Saskatchewan Property Management. Contributions by SIAST to the General Revenue Fund are not expected to recur.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

Year ended June 30, 2007
(in thousands of dollars)

15. SIAST/PAGC Student Housing Corporation:

The SIAST/PAGC Student Housing Corporation is jointly controlled by SIAST and the Prince Albert Grand Council. Its purpose is to develop and manage family housing for students from northern communities who are attending SIAST Woodland Campus. The corporation is incorporated under *The Non-Profit Corporations Act of Saskatchewan*.

SIAST's interest in the SIAST/PAGC Student Housing Corporation is proportionately consolidated in these financial statements as follows:

	2007	2006
Total assets	$ 126	$ -
Total liabilities	130	-
Revenue	2	-
Expenses	6	-
Deficiency of revenue over expenses	$ (4)	$ -
Cash provided by operations	$ 126	$ -
Cash provided by financing and investing activities	-	-

16. Pension plans:

SIAST employees participate in various multi-employer defined benefit and defined contribution pension plans. The majority of these are managed and administered by the Department of Finance. Employer contributions for the defined contribution plans are included in expenses in these financial statements. Employer obligations associated with the defined benefit plans are the responsibility of the General Revenue Fund of the Government of Saskatchewan. During the year, SIAST contributed $4,527 (2006 - $3,889) on behalf of employees for current services.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

Year ended June 30, 2007
(in thousands of dollars)

17. Change in non-cash working capital:

	2007	2006
Accounts receivable	$ (332)	$ 1,837
Inventories	(431)	350
Prepaid expenses	(74)	(238)
Accounts payable and accrued liabilities	1,804	2,285
Salaries and benefits payable	126	1,577
Unearned revenue	2,397	265
Deferred grants:		
Saskatoon Trades and Skills Centre	17,181	-
SIAST programming	8,283	(2,365)
	$ 28,954	$ 3,711

18. Financial assets and liabilities:

Cash, short-term investments, accounts receivable, accounts payable and accrued liabilities and salaries and benefits payable are all short-term in nature and, as such, their carrying value approximates fair value.

19. Related parties:

These financial statements include transactions with related parties. SIAST is related to all Saskatchewan Crown corporations, departments, boards and commissions under the common control of the Government of Saskatchewan. SIAST is also related to non-Crown enterprises subject to joint control and significant influence by the Government of Saskatchewan. During the year, SIAST recognized grant revenue from the Department of Advanced Education and Employment (AEE) for operations and rent in the amount of $119,283 (2006 – $106,301).

Deb Markwart, Dental Assisting instructor, was elected to the board of the Dental Assistant Educators of Canada.

At SIAST Palliser Campus, Automotive Technician instructor **Dominic Flagel**, Administration/Marketing instructor **Maureen Munshaw** (pictured) and Office Education instructor **Muriel Towriss** received Excellence in Teaching awards. Students and colleagues nominated the three faculty members.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

Year ended June 30, 2007
(in thousands of dollars)

Revenue of $2,100 (2006 – $1,827) was recognized in the year representing the amortization of deferred capital funding provided by AEE.
Routine operating transactions with related parties are settled at exchange amounts which approximate prevailing market prices under normal trade terms. Transactions during the year, and amounts outstanding at year end, are as follows:

	2007	2006
Non-grant revenue	$ 19,254	$ 17,315
Operating expenses	35,467	31,068
Capital asset additions	1,274	2,749
Accounts receivable	2,577	2,347
Accounts payable	1,390	1,220
Unearned revenue	3,991	1,806

In addition, SIAST pays provincial sales tax to the Department of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases. Other transactions and amounts due to and from related parties are described separately in these financial statements and the notes thereto.

20. Expenses by function:

Following is a summary of expenses by function:

	2007	2006
Programs	$ 104,222	$ 93,521
Facilities	26,261	26,145
Student services	12,380	10,955
Ancillary	6,732	6,000
Administration	24,097	21,437
	$ 173,692	$ 158,058

Judy Layne (pictured), dean of Science and Health, was recently appointed to the Saskatchewan Health Workforce Steering Committee.

SIAST president and CEO **Dr. Bob McCulloch** was inducted as chair-elect of the Canadian Bureau for International Education.

Dr. Susan McClement has been appointed as the SIAST Nursing Division's Scholar-in-Residence. Dr. McClement is the research associate with the Manitoba Palliative Care Research Unit at CancerCare Manitoba. As well, she is an assistant professor with the Faculty of Nursing at the University of Manitoba.

OUTLOOK 2007-08 AND BEYOND

Saskatchewan is entering a period of rapid and sustainable economic growth. Buoyed by a booming economy in the neighbouring province of Alberta, and high prices and increased demand for its natural resources, the province is experiencing increased employment opportunities.

This is positive news for Saskatchewan and its residents, but many employers are predicting severe labour shortages as demand for skilled workers and educated professionals accelerates. Impending retirements, coupled with a reduced pool of traditional college applicants, is accentuating these labour shortage fears. Journeypersons in the construction and manufacturing sectors are already in short supply, as are various professionals in healthcare.

Our program enrolment capacity has, for the past decade or more, been based on a flat provincial economy, student demand for programs, the size of our training facilities and the provincial grant. The forecast shortage of human capital and our already cramped campus facilities require immediate changes if SIAST is to effectively respond to the current and future labour market needs of Saskatchewan.

Increased provincial funding for capital projects and new operating money for expanded programming are essential. New strategies for student recruitment and retention are necessary, as are innovative ways to improve access into SIAST programs. A special focus on the Aboriginal youth who make up a rapidly growing segment of the population is imperative.

Specifically, we must focus on:

- Ensuring that Aboriginal people have access to education and training that will enable them to become full participants in the economic growth of the province.
- Providing new immigrants to Saskatchewan with access to language training and credential recognition.
- Continued marketing and recruitment efforts to ensure that college-level education and careers maintain a high profile.
- Developing an integrated technology strategy that meets the needs of programs, students and service providers.
- Adding to the footprint of SIAST campuses, where appropriate.
- Continued innovation to ensure access to students who want to take their training in their local community or during non-working hours.
- Expanding seat capacity and implementing new programs that meet labour market needs.
- Leveraging partnerships with other educational institutions as well as with government and industry to achieve the goals of the training system.

SIAST SENIOR MANAGEMENT COUNCIL:

President and Chief Executive Officer
Dr. Robert McCulloch

Senior Vice-President, Academic
David Wells

Vice-President, Administrative Services
Vacant

SIAST DEANS AND ACADEMIC DIRECTORS:

Associate Vice-President, Electronic Learning and Technology
Barb Brenner

Associate Vice-President, Student Affairs
Alison Pickrell

Applied Research
Dr. Branko Peterman

Basic Education
Brian Kraus

Business Development and International Partnership
David Harvey

Business and Entrepreneurial Studies
Diane Reed

Community Services
Dr. Judy Harrower

Industrial Training
Denis Caron

Instructional and Leadership Development Centre
Terry Gove

Library Services
Heather West

Nursing
Netha Dyck

Registrar
Kathy Larsen

Science and Health
Judy Layne

Skills Initiatives
Barb Heise

Student Development
Susan McIntyre

Technology
Arnold Boldt

Virtual Campus
David Francis

CAMPUS DIRECTORS:

Moose Jaw
SIAST Palliser Campus
Peter Lapointe

Prince Albert
SIAST Woodland Campus
Barry Fladager

Regina
SIAST Wascana Campus
Bill Coulthard

Saskatoon
SIAST Kelsey Campus
Gerry Bonsal

ADMINISTRATIVE AVPs AND DIRECTORS:

Associate Vice-President, Financial Services
Cheryl McMillan

Associate Vice-President, Human Resources (acting)
Rebecca Macaulay

Associate Vice-President, Information Technology Services
Garth McCormick

Client Services
Lawrence Boehm

Communications
Patricia Gillies

Controller
Patsy Gilchrist

Employee Relations
Don Soanes

Facilities
Mark Fachada

Financial Planning
Sean Engemoen

Human Resource Advisory Services
Terence Carswell

Networks and Systems
Raymond Saunders

People Strategies
Rebecca Macaulay

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